

**DEPARTMENT OF ADMINISTRATIVE AND FINANCIAL SERVICES
CLEAN GOVERNMENT INITIATIVE BIENNIAL PLAN
FOR FISCAL YEARS 2003 AND 2004
June 2002**

Section 1: Introduction

The Department of Administrative and Financial Services provides central services to State agencies, ensures appropriate financial and human resource management systems are in place, manages the budget process, and collects revenues through taxes, the sale of liquor and lottery tickets.

The Department consists of the following administrative entities: The Bureau of Accounts and Control, the Bureau of Alcoholic Beverages and Lottery Operations, the Bureau of the Budget, the Office of the Chief Information Officer, the Bureau of Employee Relations, the Division of Financial and Personnel Services, the Bureau of General Services, the Bureau of Human Resources, the Bureau of Information Services, Maine Revenue Services, and other subunits.

For the Clean Government Initiative, the Department is both a co-lead agency with the Department of Environmental Protection for establishing the overall direction of the initiative as well as an agency which must comply with the requirements of the initiative.

The initiative has three requirements of State agencies:

- 1) Completion of an audit of its facilities to determine compliance with State and Federal environmental laws;
- 2) Development of a biennial plan which outlines agency actions to incorporate environmental compliance and sustainability into planning and operational functions; and
- 3) Appointment of an employee in the agency to ensure the development and implementation of agency activities for the initiative.

The Department has appointed Deputy Commissioner Charles A. Jacobs as the staff member to oversee the development and implementation of the initiative for the Department.

Section 2: Identification

As a co-lead, along with the Department of Environmental Protection, of the Clean Government Initiative and as a central service agency, the Department of Administrative and Financial Services approached the identification of issues to be addressed in two phases. First, the Department participated in developing statewide priorities for the Clean Government Initiative. The statewide priorities are energy efficiency, recycling/recyclability, chemicals handling, and environmental compliance. Due to its role as a central service agency, the Department of Administrative and Financial Services will have unique responsibilities in energy efficiency as it

relates to fleet vehicles and buildings. It will also have a unique role in recycling/recyclability. In addition to this statewide process, Deputy Commissioner Jacobs convened a group consisting of the Director of Purchases, the Superintendent of Buildings, and the Director of Leased Space to review internal Department operations to develop a list of priority issues in each of the four statewide priority areas. Over a series of meetings, the group identified a single priority in each area.

Section 3: Objectives and Targets Selection Process

Using the priorities for the Clean Government Initiative document, which was developed by the co-lead agencies and which provided objectives for the four priority areas, the Department identified targets for the 2003/2004 biennium.

- A.** In the area of energy efficiency, the Department will focus on fleet vehicles and buildings. Along with the Department of Transportation and the Department of Public Safety, the Department of Administrative and Financial Services will meet to review vehicle policies and procedures to develop a unified approach to vehicle procurement and management. An infrastructure for alternative fuels will be established as deemed feasible.
- B.** In the area of building management, the Department will restructure contracts for significant renovations and new construction and requests for proposals for leased space with regard to specifications addressing energy management. Baseline energy audits will be conducted in 50% of State owned, office function facilities over 20,000 square feet. Heating systems in 30% of State owned, office function facilities will be reviewed with regard to energy efficiency and the burning of cleaner fuels. The State's electrical infrastructure will be assessed with regard to efficiency. Lighting in 30% of State owned, office function facilities will be reviewed to minimize energy consumption. A policy manual will be developed for building operations to promote energy efficient operations.
- C.** In the area of recycling/recyclability, all office equipment or appliances will be procured in accordance with a policy to be established by the Division of Purchases. Materials packaging for procured office products will, wherever possible, be recycled or reused through proper disposal by the recipient or through a send-back/take-back provision by the vendor. The Division of Purchases will institute a practice of evaluating products on a life-cycle cost basis. The Department of Administrative and Financial Services will investigate ways to increase the types and amounts of waste products to be recycled. All of the above relate to the statewide priorities.
- D.** With regard to the internal department procedures, the Department has set the following priorities: the Department will establish mileage goals for its fleet vehicles. A building manual for energy efficient operations will be developed. With regard to recycling/recyclability, the Department will require contractors to recycle cardboard and other materials where appropriate.

- E.* With regard to environmental compliance, the Department will document existing practices to assure continued compliance with appropriate environmental regulations and practices.

Section 4: Plan for 2003/2004 Biennial

Department of Administrative and Financial Services
Environmental Objectives and Targets
June 1, 2002

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
Energy Efficiency in Central Fleet Vehicles	Procure and manage all Central Fleet vehicles to minimize air emissions and increased energy efficiency	Overall fleet average gas mileage Number of ULEV and LEV vehicles	Miles per gallon Percentage of fleet	1. Establish standard replacement strategy at 75000 miles. 2. Procure hybrid and/or ULEV vehicles wherever possible 3. Reduce miles traveled by DAFS Bureaus and establish mileage goals	D. McKenney D. McKenney Bureau Directors	1. 10/02 2. 12/03 3. 6/03		
All Buildings Owned or Leased by the State will be Energy Efficient	Audit 50% of all large (20 thousand square feet and above) office buildings owned by the state for energy efficiency and review heating systems in 30% of all state owned office buildings	Count	Percentage of all buildings	1. Identify target buildings and audit parameters 2. Conduct audits 3. Develop action plans 4. 5.	G. Nelson G. NelsonB. Cote G. Cormier	1. 12/02 2. 12/03 3. 12/03 4. 12/03		
	Develop Building Manual for energy efficient operation	Completion	Distribution	1. Assess electrical infrastructure 2. Review and assess lighting in 30% of office facilities 3. Involve expanded Leased Space	G. Nelson/J. Conrad	1. 7/03 2. 12/03 3. 12/03		

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
				4. Users Group to review portions of the Space Planning Standards Manual		4. 7/03		
	Develop new process for new construction and renovation of state owned buildings to include energy options and life cycle process	Completion		1. Draft new process	E. Clark	12/02		
	Create energy guidelines for leased space	Completion		1. Develop guidelines with assistance from DECD 2. Seek input from landlords, state tenants and general contractors 3. Implement the policy	J. Conrad J. Conrad E. Clark	1. 10/02 2. 11/02 3. 12/02		
	Develop Capital Plan to effect improvements	Completion		1. Draft Plan 2.	C. Jacobs/E. Clark	12/03		
Office Products and Furniture will be procured, operated efficiently.	All electric office equipment or appliances will be procured, at a minimum with the energy star rating	Number of items purchased	Percentage meeting requirements	1. Identify all products 2. Establish standard specification related to energy rating 3. Issue procurement policy and procedure for open market purchases 4. Implement new policy	J. Arbour J. Arbour R. Thompson R. Thompson	12/02 12/02 03/03 01/03		
Reduce waste by	Materials packaging	Estimate	Number of	1. Establish target	J. Arbour	12/02		

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
reuse and recycling of packaging	for procured products will be reusable or recyclable	averted waste	tons of averted waste	2. products list	J. Arbour	12/02		
		Weigh outgoing waste	Reduction in disposal tonnage	3. Establish contract terms and implement	G. Nelson	06/03		
Evaluate and substitute environmentally appropriate chemicals for custodial use	Create baseline inventory of custodial products in use in State owned facilities	Completion		1. Manual inventory of BGS custodial storage areas	S. Weeks	12/02		
				2. Identify products currently under contract	J. Arbour	12/02		
	Procure acceptable alternatives with low toxicity	List of products	Percentage of products that meet low toxicity standard	1. Work with DEP to establish toxicity standard	G. Nelson	11/02		
				2. Evaluate sample products and specifications	G. Nelson/D. Jacques/S. Weeks	12/02		
				3. Establish statewide contracts to acquire acceptable products	D. Jacques	03/03		
				4. Train BGS and other custodians in proper use	G. Nelson	04/03		
Chemicals and Solid Hazardous Wastes will be disposed of in safest manner	Promote and coordinate cross agency collection and disposal of solid wastes and hazardous wastes	Collection sites	Number of proper sites	1. Identify agency needs for disposal	G. Nelson/D. Maxwell	09/02		
		Report of materials collected	Completed annual report	2. Establish contract(s) with appropriate waste handlers	B. Lamoreau	12/02		
				3. Collect data on disposal	G. Nelson/D. Maxwell	06/03		
	Complete environmental compliance audits of all BGS controlled sites	Number of completed audits	Percentage of audits completed to total buildings	1. Establish facility list	G. Nelson	10/02		
				2. Create audit schedule	G. Nelson	12/02		
				3. Establish audit	E. Clark/G.	12/02		

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
				protocol to include environmental and energy issues 4. Audit facilities and create reports 5. Document policies for handling of chemicals and solid hazardous waste	Nelson/D. Maxwell G. Nelson	Ongoing		

Section 5: Success to Date

From 1999 to the present the Bureau of General Services has managed more than \$300 million in construction, including the Cross Building, new corrections facilities in Warren, South Portland, Windham and Charleston, the new Criminal Justice Academy in Vassalboro, and the Tyson and Marquardt Buildings on the East Campus. In addition, the new psychiatric treatment center on the East Campus, and the renovation of the DOT building are currently under construction. Proposals to construct new correctional facilities in Machias and Windham and to renovate the Harlow Building on the East Campus are now being considered by the Legislature. In addition, BGS has overseen the construction of 22 new schools or additions to existing schools representing \$178 million in project costs. These projects will have a huge impact on developing a productive, healthy, and energy efficient workplace.

The Department's overall approach to energy efficiency is as follows: sell or demolish old buildings that have minimal value, totally renovate those that do, and construct new facilities where necessary, using energy efficient materials and systems. To date the Department has sold or demolished more than 60 buildings totaling more than three quarters of a million square feet, renovated more than 445,000 square feet, and essentially replaced the State's corrections facilities, approximately 800,000 square feet. The productivity and energy efficiency gains from this work will be enormous.

The Department is also implementing the Energy Savings Pilot Program (5MRSA, Section 1770). This program sets as a goal a reduction in energy consumption in State facilities of 25% by 2010, requires that the Department use performance-based contracts to achieve this goal, requires that the Department establish a energy savings pilot project, and requires an annual report to this Committee of the status of this effort.

A more detailed summary of Department activities follows:

The Bureau of General Services has carried out all major renovation and new construction projects consistent with the highest standards for energy efficiency using standard building materials. It has achieved the efficiencies in three general areas – the building envelope, mechanical systems, and electrical systems. Some of the detail elements of each are listed below:

Building Envelope

- Upgraded wall, ceiling, roof and attic insulation to current high efficiency standards.

- Energy efficient window and door systems.

- Thermally broken window and door framing.

- Glazed and thermal insulated windows -- multi pane glass.

Mechanical Systems

Air handling – heat recovery in air exchange between exhaust and supply air.

Variable frequency drivers – motors run on demand,

VAV air systems – cooling only on demand (more highly articulated than thermostat).

Highest efficiency boilers for types and sizes of boilers. (New Facility at Warren has a dual fuel burner.)

All heat and hot water piping is insulated.

Domestic hot water is insulated.

Advanced Energy Management System:

Facility wide control system.

Parameters for timing – occupied / non-occupied.

Temperature of hot water regulated for peak time of demand.

Electrical Systems

3 phase high efficiency motors.

Lighting control – part of Energy Management System.

Lighting systems with high efficiency ballasts and lamps and motion detection systems.

In the mechanical system enhancements, the variable frequency drives and variable volume controls regulate the flow of heating and cooling. The Direct Digital Controls provide information to a computer which allows fine-tuning of the system for time of day and occupancy variables. They combine to assure that the right amount of heated or cooled fresh air is delivered to each individual area of the building in the most efficient manner.

New computer systems have also contributed to the energy efficiency. The location of application servers and databases at Edison Drive has reduced the need for special air conditioning systems for computer rooms in office buildings. In addition, the newer desktop computers have energy saving features which make them much more efficient to operate. The following language is a requirement for each bid issued for office equipment:

Energy efficient devices are to be included in the various product lines offered. The State is committed to saving energy and the contractors shall be responsible for emphasizing the energy efficient devices. Specifically:

- 1) The equipment meets Energy Star lower energy consumption standards.**
- 2) The screens and monitors do not emit electrostatic and electromagnetic radiation.**
- 3) The vendors do not provide equipment or components that may contain unfriendly components (chlorinated solvents, freon, cadmium in parts of the CRT or electronic components, mercury batteries, etc.) which cause an unfriendly environment and are more costly to dispose of.**
- 4) Vendors must ship all products with the Energy Star low-power feature activated or enabled.**

If the product is shipped without the Energy Star seal, it must include the manufacturer's certification specifying the machines are Energy Star compliant.

In addition to the desktops, nearly all of the copiers used across State Government (733 units) meet the energy star requirements.

Other Activities

Energy efficiency is achieved in other areas as well. All passenger vehicles and most light trucks purchased this year are low emission vehicles which achieve significantly higher gas mileage than older counterparts. Maine has purchased several alternate fuel vehicles and hybrid vehicles (gasoline/electric) which achieve up to 60 miles per gallon.

The use of natural gas is being considered for the Augusta and Bangor campuses. Not only would highly efficient systems be installed, but the air quality would be improved.

Recycling efforts reduce energy consumption as well. Last year State Government recycled over 675 tons of paper, newsprint and cardboard. The State of Maine purchased 76% of the paper products it uses with a recycled content meeting Environmental Protection Agency standards.

A recently approved bond issue will allow renovation of the Harlow Building in Augusta, including modernization of hvac and electrical systems. This work will begin very soon. Two more projects, for the Department of Corrections will continue the modernization and efficiency of that system if bonding is approved in the fall.